



Naval Education and Training Command Strategic Plan 2013-2023



Charting the Course... Fleet Readiness Starts Here

Commander's Message

I am pleased to present the latest update to Naval Education and Training Command's strategic plan which will guide us through 2023. Over the last six months, the NETC Senior Leadership Team focused on the future direction of training and education and the need to be even more efficient in utilization of our finite resources. Staff focus groups provided valuable refinement and direction to leadership in finalizing the vision, mission, guiding principles, and focus areas.

This plan builds on your past successes, while emphasizing the direction and priorities we need to pursue in the future in an ever-changing global environment that demands even greater agility and adaptability. It strengthens the linkage between Fleet readiness and resource investments and it will guide our resource expenditures. To be successful, this strategy requires that we "walk our talk" as a team, committed to continuous improvement. We must merge our strengths and perspectives to make

us even greater than the sum of our parts. Successful execution of this strategic plan will require an effort that is broadly inclusive, engaging personnel throughout the NETC Domain, from headquarters to learning sites, resource sponsors, Fleet customers, key stakeholders, academia, and industry leaders.

I encourage you to read our plan and keep it close at hand to guide your own planning and execution decisions. Never forget that the Sailors, Marines, Soldiers, and Airmen entrusted to us are flesh and blood people with dreams and goals who are counting on us to make the right investment decisions to give them the asymmetric advantage that enables them to win in combat while enhancing their opportunities for personal growth.



**Rear Admiral Don Quinn, United States Navy
Commander, Naval Education and Training Command**

NETC 2023 Strategy

Our Vision: *Be the global leader in rapid development and delivery of effective, leading edge training for naval forces.*

As the training leader for the world's greatest maritime force, the Naval Education and Training Command will consistently produce warfighters possessing relevant and effective skills that enable them to succeed in all assigned missions. We will quickly adapt our training to enable our students to excel in the increasingly complex operational environments of the 21st Century and deliver world class, leading edge training that stimulates personal and professional development, making best use of all available resources.

Working in partnership with resource sponsors and the systems commands, we will leverage advances in technology to optimize the performance of our graduates, enabling them to confront successfully both known and unforeseen future challenges. We will adapt to individual learning needs and incorporate leading edge training and education solutions. Instructors and students will achieve personal excellence, continuously developing, growing, and adapting to meet changing requirements through a culture of life-long personal and professional development.

Our Mission: *We transform civilians into highly skilled, combat-ready warfighters, and enable their career-long growth and development.*

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The skills of our people form the foundation of our combat readiness. Investing in their learning and development increases our mission readiness and strengthens our nation. Serving as the gateway into the Navy for our military personnel, we cultivate a culture that challenges the

status quo and promotes unconventional solutions to complex problems. We provide trained Sailors that execute operations in accordance with the CNO's third tenet, "Be ready, Navy will harness the teamwork, talent and imagination of our diverse force to be ready to fight and responsibly use our resources."

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NETC Guiding Principles

Guiding Principles: *Our Guiding Principles provide the common framework that will guide our actions every day, at every level in the organization.*

➤ **We** will apply innovative, cost effective learning solutions that stimulate and motivate students, enhance learning retention, and optimize individual performance, fully leveraging technology to adapt to their diverse learning needs. The best solutions come from different perspectives. We will empower our workforce by considering all possible options offered before deciding on the way ahead.

➤ **We** are an expeditionary and global force. We will strive to provide training that is globally accessible and portable to promote growth even when deployed.

➤ **We** will communicate clearly and directly to ensure optimal alignment, transparency, and synchronization of every training and education initiative.

➤ **We** will manage with metrics, measuring, and optimizing those activities that are most important to our success, and thus the success of the Navy. Key performance indicators (KPI) will guide us to the best possible outcomes in our areas of focus.

➤ **We** will ensure the mission readiness of today's forces by quickly adapting and responding to validated and resourced training requirements.



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The Following Strategic Focus Areas Outline Our Goals and the Desired Effects Over the Next 10 Years

Training Effectiveness - *Prompt development, deployment, and delivery of effective, high quality training, leveraging state of the art technology and philosophies to satisfy validated and resourced Fleet requirements.*

Desired Effects:

- Deliver graduates that meet the Fleet's expectations based on validated and resourced requirements through a robust, standardized process that continually assesses training effectiveness.
- Exploit world-class instructional design and technology capabilities to clearly tie the curriculum to the work students will perform on the job.

Production Efficiency - *Optimize the efficiency of our training pipelines through astute planning, effective resource management, and continuous process improvement.*

Desired Effects:

- Effectively use resources to optimize training cycle times and reduce the total time and cost to train graduates.
- Continuously improve business processes by formally instituting Continuous Process Improvement to consistently deliver Sailors ready for Fleet Operations.
- Fully engage in the Navy Supply Chain activities to provide the best possible training for the resources invested.

Disciplined employment of leading edge information technology - *Information technology is a critical mission enabler in training.*

Desired Effects:

- Reduce the total ownership cost of information technology management to achieve readiness improvements in our training environment by improving the efficiency of the systems and processes.
- Leverage emerging technology and best practices to advance the quality of curricula and enhance the performance of those we train and develop.
- Develop and optimize remote access capabilities to broaden the reach and utilization of training content.

Career-long Sailor learning and development - *Enhance opportunities for Navy workforce growth through training and education.*

Desired Effects:

- Increase Fleet readiness through targeted education opportunities.
- Encourage the personal development of our Sailors through available education and credentialing opportunities.

NETC workforce development - *Provide our instructors and staff, both military and civilian, opportunities to pursue personal and professional excellence.*

Desired Effects:

- Staff empowered to pursue career development opportunities and personal and professional goals.
- Instructors and staff excel professionally through developmental opportunities.
- Be the place where people want to work – "An Employer of Choice".
- Develop employees with the requisite competencies to fill key roles by employing individual development and integrating succession planning.

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Focus Area One

Training Effectiveness – *Prompt development, deployment, and delivery of effective, high quality training, leveraging state of the art technology and philosophies to satisfy, validated and resourced, Fleet requirements.*

We will conceive, develop, and deploy safe, highly effective training that delivers Sailors to the Fleet with the knowledge and skills necessary to succeed in their assigned billet. Working in partnership with U.S. Fleet Forces Command, we will continuously evaluate training effectiveness to ensure it is generating the necessary competencies while deriving maximum “return on investment”.

Technology-based training is evolving rapidly, offering a wide range of opportunities. NETC will leverage advances in technology through awareness of current best practices in academia, industry, and the government to develop effective cognitive learning strategies and optimize our return on investment. We will coordinate with resource sponsors and the acquisition community to ensure we are training students on the equipment that is, or will soon be, used in the Fleet. We will leverage simulation and virtual reality capabilities to the maximum extent possible to train “operators”, and provide students that are expected to maintain and repair systems with blended solutions, including hands on experience, enabling all to contribute on arrival.

Desired Effects:

1.1 Deliver graduates that meet the Fleet’s expectations based on validated and resourced requirements through a robust, standardized process that continually assesses training effectiveness.

1.2 Exploit world-class instructional design and technology capabilities to clearly tie the curriculum to the work students will perform on the job.



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Focus Area Two

Production efficiency – Optimize the efficiency of our training pipelines through astute planning, effective resource management, and continuous process improvement.

Our Navy is becoming leaner, yet more capable and technical. These facts increase the challenges to delivering the right Sailor with the right skills to the right position at the right time. The growing cost of manpower highlights the waste of inefficiency. By eliminating the idle time of Sailors waiting for a course convening, student throughput will increase and we become more efficient and better postured to meet the Navy's operational demands. NETC will continue to advance the critical work within the Manpower, Personnel, Training, and Education Enterprise to employ supply chain best business practices to create an aligned, transparent, and data driven management process.

To improve production efficiency we must standardize our business processes and formalize continuous process improvement to improve productivity, services, and delivery of products to the Fleet. We will evaluate processes continually, then adapt as needed to get results in organizational focus areas.

Desired Effects:

- 2.1 Effectively use resources to optimize training cycle times and reduce the total time and cost to train graduates.
- 2.2 Continuously improve business processes by formally instituting Continuous Process Improvement to consistently deliver Sailors ready for Fleet Operations.
- 2.3 Fully engage in the Navy Supply Chain activities to provide the best possible training for the resources invested.



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Focus Area Three

Disciplined employment of leading edge information technology – Information technology is a critical mission enabler in training.

We will deliver information technology solutions that enhance the effectiveness and efficiency of our training and education efforts. Through our disciplined approach, we will rapidly adapt to evolving training demands by leveraging emerging technology and best practices to enhance the performance of those we train and develop. We will continue to improve our training delivery capabilities and reduce system operational costs, while providing a training environment that is more efficient for the instructor, more useful for the student, and more cost-effective to operate.

Desired Effects:

- 3.1 Reduce the total ownership cost of information technology management to achieve readiness improvements in our training environment by improving the efficiency of the systems and processes.
- 3.2 Leverage emerging technology and best practices to advance the quality of curricula and enhance the performance of those we train and develop.
- 3.3 Develop and optimize remote access capabilities to broaden the reach and utilization of training content.



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Focus Area Four

Career-long Sailor learning and development – *Enhance opportunities for Navy workforce growth through training and education.*

Combat-ready naval forces capable of winning our Nations' wars, deterring aggression, preserving freedom of the seas, promoting peace and security and, operating successfully in a joint and combined environment rely upon, to an unprecedented degree, the critical thinking skills, technical and cultural competencies, and professional knowledge of our people. Training and education are essential and complementary elements that attract, develop, and retain this force of professionals as well as provide ready Sailors and civilians who are "diverse in experience, background and ideas; personally and professionally ready; and proficient in the operation of their weapons and systems." (CNO vision statement) Our training enables us to satisfy today's known mission requirements and education is an essential element in the preparation of our people to fulfill tomorrow's myriad of mission requirements and challenges.

NETC will continue to enable career-long learning and development by encouraging and promoting education that powers personal achievement and Navy success. We will empower motivated Sailors to seek targeted, tailored education solutions that enhance mission accomplishment and career progression. Our focus will be education and development that enables mission accomplishment with due consideration for return on investment.

Desired Effects:

4.1 Increase Fleet readiness through targeted education opportunities.

4.2 Encourage the personal development of our Sailors through available education and credentialing opportunities.



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Focus Area Five

NETC workforce development – *Provide our instructors and staff, both military and civilian, opportunities to pursue personal and professional excellence.*

We will employ leading edge training and education philosophies and techniques to develop and empower our instructors, the cornerstone of our training efforts, with the tools to deliver exceptional training. We will provide opportunities for all NETC employees to develop professionally and personally, thus enhancing their effectiveness and our mission execution.

NETC has a senior civilian workforce. We must employ workforce planning, also called succession planning, to identify the required competencies for every position within the NETC Domain. By actively employing a succession planning process, we will continually develop employees with the necessary knowledge, skills, and abilities to fill key roles, ensuring we will have the expertise necessary to develop and deliver effective, leading edge training.

Desired Effects:

5.1 Staff empowered to pursue career development opportunities and personal and professional goals.

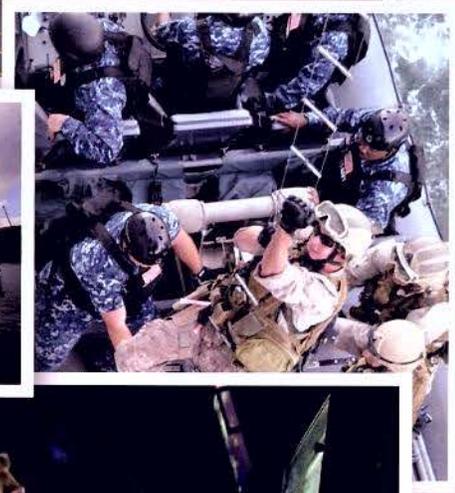
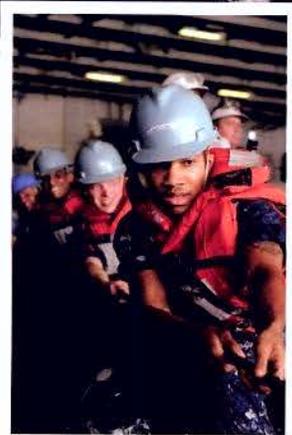
5.2 Instructors and staff excel professionally through developmental opportunities.

5.3 Be the place where people want to work – “An Employer of Choice”.

5.4 Develop employees with the requisite competencies to fill key roles by employing individual development and integrating succession planning.



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“It cannot be too often repeated that in modern war, and especially in modern naval war, the chief factor in achieving triumph is what has been done in the way of thorough preparation and training before the beginning of war.”

Theodore Roosevelt, June 1902 U.S. Naval Academy Graduation

